

## Call for applications for Managing for Impact (M4I) training South Africa, 8 to 19 March 2010

### 1 Background

The real impact of investment projects and programmes on poverty reduction and their contribution to the Millennium Development Goals remains a topical issue in all development organizations. Increasingly, we recognize that technical solutions alone do not necessarily result in sustainable positive change in the quality of people's lives.

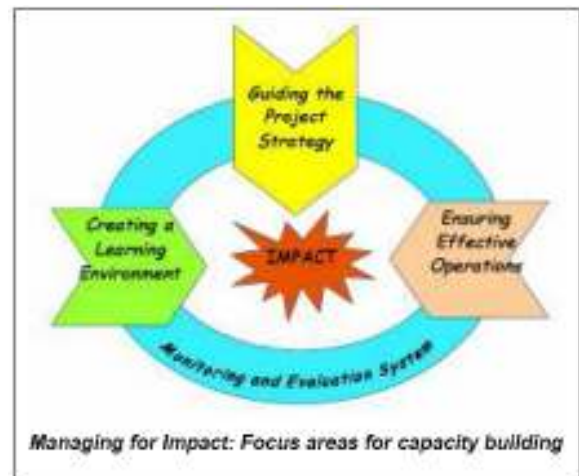
Words such as 'learning', 'empowerment' and 'participation' are today common features of pro-poor strategies. But what have they meant for achieving real impact in the past 50 years? In managing for impact, what lies at the heart of development programmes, policies and strategies are **people, relationships** and the ability to work together to **learn** and **adapt** to changing circumstances. This has implications for how we plan, implement and monitor strategically. It also includes ensuring that the necessary conditions and capacities are in place in order that the strategy unfolds effectively and efficiently. Thus the most appropriate skills, knowledge, systems and structures required for strategic, people centred management need to be developed and built in order for innovative change to occur.

### 2 What is 'managing for impact'?

Managing towards impact (M4I) is a holistic approach to **managing** development initiatives. It integrates a diverse range of existing processes, methodologies and tools to address common challenges and contribute to enhancing development effectiveness. M4I involves strengthening the internal and external capacities (such as skills, knowledge, systems etc.) and conditions (e.g. formal and informal policies, principles, values etc)

The approach rests on FOUR PILLARS:

- **Guiding the strategy:** Ensuring that the strategic design of a development initiative is based on an in-depth



- understanding of the particular situation; with a well defined and articulated theories of change and which can be adapted with learning and changes occurring within and outside of the intervention over time
- **Ensuring effective operations, conditions and capacities:** Managing the day-to-day coordination of financial, physical and human resources;
  - **Creating a learning environment:** Establishing a culture and set of relationships that will build trust, stimulate critical questioning and innovation and gain commitment & ownership;
  - **Establishing effective Monitoring & Evaluation mechanisms:** Putting in place systems and processes to regularly gather and process the information needed to guide the strategy, ensure effective operations and to encourage learning

#### **4. About the managing for impact training workshop**

The **overall purpose** of the workshop is to continue to develop and strengthen the capacity of individual service providers and practitioners within the Eastern & Southern African regions to support pro poor projects/programmes to effectively manage toward impact.

Specific **objectives** include:

- Enhancing the **skills and knowledge** of service providers and practitioners on what managing for impact means and how to put it into practice and,
- Facilitating an holistic understanding of how projects, programmes and organisations can be managed and supported in an integrated way for development impact

The training workshop draws on **adult learning** principles. As a result, the methodologies used for the transfer of learning will be highly **interactive** in nature, involving both theory and real world experiences, and building on the existing knowledge and experiences of the participants. Participants will apply and reflect on some of the tools they learn about managing for impact during a **field visit** in the second week of the course. The course content draws on the conceptual framework that guides the managing for impact approach and includes:

#### **Content**

The workshop will include theoretical frameworks, methodologies and tools related to the core areas of the managing for impact approach. The core topics which will be treated in detail include strategic and operational planning and participatory monitoring and evaluation, from a managing for impact perspective. The following are some of the major topics that will be treated in the training workshop.

- Paradigms, Systems, Institutions & Processes
- Theory of change and strategic planning
- Creating and stimulating learning environments
- Participatory Monitoring & Evaluation systems and mechanisms
- Operationalising plans
- Leadership management, Team building, and Conflict management and Negotiation

Examples of practical tools/methods introduced during the workshop;

- Using participatory and empowering tools to understand the context/ situation and the stakeholders involved
- Constructing a theory of change using the rich picture and conceptual modeling tools
- Facilitating strategic & operational participatory planning processes
- Developing a participatory learning- oriented M&E Strategy
- Communicating with different stakeholders & for different purposes
- Gathering and managing qualitative & quantitative data & information
- Conducting participatory evaluations/reviews
- Process facilitation

***Please note that the course will be conducted in English.***

## **6 Workshop organizers & facilitators**

The workshop is facilitated by **Khanya-African Institute for Community Driven Development (Khanya-aicdd)**. The M4I content and methodology has been developed out of tried and tested experience in both eastern and southern Africa since 2006 through an IFAD supported programme called Strengthening Managing for Impact (SMIP). Our partners in this process include ISNAR/ IFPRI & Haramaya University (Ethiopia), and Wageningen International (Netherlands).

The partnership of work has involved facilitating regional and project specific training courses, technical support to projects & programmes, generating knowledge, providing opportunities for on-the-job-training, and policy dialogue.

## **7 Cost**

The expected contribution from each participant is **ZAR 18,000 or US\$ equivalent** and this amount contributes towards the training cost including accommodation, meals, training materials and stationery, tuition , local travel expenses, fieldwork costs and other related workshop expenses.

However, participants are expected to cover their travel expenses from their respective countries/ cities/ towns to the training venue and return. Participants are also advised to bring additional funds to cover incidental expenses (such as telephone costs, laundry, etc).

## **8 Next steps**

Please complete **the application form & participant profile** if you wish to be considered for the training workshop. Kindly return the completed form to [masebotsa@khanya-aicdd.org](mailto:masebotsa@khanya-aicdd.org) or fax to +27 51 430 8322 by no later than **8 February 2010**.

***Applications submitted after this date will not be accepted.***

As this is an accredited training (NQF level 8), participants selected will be expected to have had basic training and at least six months experience working with pro poor initiatives and facilitating participatory planning, monitoring, evaluation and learning processes.

Applicants will be notified about their selection by the end of February 2010. A formal letter may be sent, **upon request**, to support visa application processes.

## **9 Contact details for the implementation team**

### **Southern African Sub-Regional Institution**

Khanya-aicdd

Course Director: Thevan Naidoo

Email: [thevan@khanya-aicdd.org](mailto:thevan@khanya-aicdd.org).

Tel: +27 11 403 9844 or +27 83 4005269; or

Course Co-ordinator: Masebotsa Lesoli

Email: [masebotsa@khanya-aicdd.org](mailto:masebotsa@khanya-aicdd.org).

Tel: +27 51 430 0712 or + 27 835 840 804

We are looking forward to working with you in this exciting initiative!

## Administration

**Date:** 8 – 19 March 2010

**Venue:** Johannesburg, South Africa

**Cost:** ZAR 18,000 (VAT incl.) or US\$ Equivalent. **[Meals & accommodation excluded]**

The course fee covers tuition, refreshments, and lunches. Participants are responsible for their own accommodation, meals (except lunches), and travel costs and will have to arrange their own accommodation and travel to the course.

**Accommodation** A list of Hotels and B&B's near the training venue will be made available.

**Registration:** You are required to fill in an application form and send it to the email address indicated below

**Application Forms** Application forms can be downloaded from our website or contact Masebotsa for the application form.

**Closing Date** 8 February 2010

**Web:** [www.khanya-aicdd.org](http://www.khanya-aicdd.org)

**Enquiries** Please send enquiries and applications to **Masebotsa Lesoli** at  
Email: [capdev@khanya-aicdd.org](mailto:capdev@khanya-aicdd.org)  
Tel: +27 (0) 51 430 0712  
Fax: +27 (0) 51 430 8322